



Employee Engagement Practices of Public Sector Undertaking in Karnataka

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ABSTRACT

“This is the age of engagement. There is no alternative to engagement except, misunderstanding, threats, intimidation and rage.” Employee engagement has emerged as a critical factor in the success of Public Sector Undertakings (PSUs) in Karnataka. This abstract outlines the key practices employed by PSUs in the state to enhance employee engagement, foster a positive work culture and ultimately achieve their organizational objectives. The abstract concludes by highlighting the significance of these employee engagement practices in ensuring the success and sustainability of PSUs in Karnataka. It underscores the need for continuous improvement and adaptation of these strategies to meet the evolving needs and expectations of the workforce. The full research paper provides in-depth insights and empirical evidence supporting the effectiveness of these practices in enhancing employee engagement and organizational performance in the Public Sector Undertakings of Karnataka.

Key Words: Employee Engagement, Organization Development, skill set, Productivity, Employees' Behavior in Public Sector

Introduction:

Employee engagement is a pivotal factor in the effective functioning and success of organizations across various sectors. Public Sector undertakings (PSUs) in India, including those operating in the state of Karnataka, are no exception to this reality. Employee engagement practices within PSUs have garnered increasing attention due to their direct impact on organizational performance, employee satisfaction, and overall workplace culture. As PSUs continue to be significant contributors to the Indian economy, understanding and enhancing their employee engagement strategies become imperative. The concept of employee engagement encompasses a multifaceted approach to creating a work environment where employees are emotionally committed, motivated, and aligned with the organization's goals and values. Engaged employees tend to exhibit higher levels of productivity, innovation, and loyalty, which, in turn, contribute to the achievement of organizational objectives. In the context of PSUs, which often operate in highly regulated and competitive environments, employee engagement practices take on added significance. Karnataka, a state known for its diverse industrial landscape and a significant presence of PSUs, provides a fertile ground for examining the nuances of employee engagement strategies in the Public Sector. These strategies have evolved in response to various challenges, including workforce diversity, changing employee expectations, and the need to balance public service obligations with commercial viability. This study seeks to shed light on the specific practices and initiatives that PSUs in Karnataka employ to foster employee engagement, thus contributing to a better understanding of how these organizations navigate the complex terrain of human resource management. The objectives of this research are twofold: first, to comprehensively analyze the employee engagement practices implemented by PSUs in Karnataka and second, to assess the impact of these practices on organizational performance, employee satisfaction, and overall workplace dynamics. By investigating these aspects, this study aims to provide valuable insights and recommendations that can guide PSUs in Karnataka and similar entities across India in their efforts to enhance employee engagement, thereby contributing to their long-term sustainability and effectiveness. To achieve these objectives, this research adopts a mixed-method approach, combining qualitative and quantitative data collection methods. Primary data will be gathered through surveys, interviews, and focus group discussions with employees and management personnel from select PSUs in Karnataka. Secondary data sources, including published reports, academic literature, and government publications, will also be utilized to contextualize and support the findings. In the subsequent sections of this research paper, we delve into a comprehensive examination of employee engagement practices, their implementation, and their impact within PSUs in Karnataka. We believe that the outcomes of this study will offer valuable insights for public sector organizations in their pursuit of organizational excellence through employee engagement.

Research Background:

Research on employee engagement practices in Public Sector Undertakings (PSUs) in Karnataka can provide valuable insights into how these organizations are fostering a motivated and committed workforce. Such research can benefit various stakeholders, including employees, management,

policymakers, and researchers, by shedding light on the strategies and initiatives employed to enhance employee engagement and satisfaction within these organizations. Here's a brief background on why researching employee engagement practices in Karnataka's PSUs is important:

Public Sector Significance: Public Sector Undertakings:

Certainly public sector undertakings play a vital role in the Indian economy, contributing significantly to various industries such as energy, telecommunications, transportation, and manufacturing. They employ a large workforce and often have a direct impact on the lives of citizens. Therefore, understanding how they engage their employees can have broader implications for public administration and governance. **Employee Well-being:** Employee engagement is closely linked to employee well-being, job satisfaction, and overall productivity. Researching engagement practices helps identify how PSUs in Karnataka are promoting the welfare of their employees, which is essential for their personal growth and job satisfaction. **Organizational Performance:** Engaged employees tend to be more committed, innovative, and productive, which can positively influence an organization's performance and competitiveness. Examining the practices used to engage employees can provide insights into how PSUs can enhance their efficiency and effectiveness.

- **Government Initiatives:** The Government of India has been emphasizing the need for improving the performance and efficiency of PSUs. Research into employee engagement practices can help assess whether government policies and directives related to employee engagement are being effectively implemented.
- **Comparison and Best Practices:** Studying engagement practices in Karnataka's PSUs allows for comparisons between different organizations, industries, and regions. Identifying best practices can lead to knowledge sharing and potential improvements across the sector.
- **Employee Retention:** High employee turnover can be costly and disruptive. Effective engagement practices can contribute to higher employee retention rates, reducing recruitment and training expenses for PSUs.
- **Societal Impact:** Engaged employees are more likely to be satisfied with their work and have a positive impact on their communities. Understanding how PSUs engage employees can shed light on their broader societal contributions.

Research into employee engagement practices in Karnataka's PSUs would typically involve a combination of qualitative and quantitative methods. Qualitative research methods may include interviews, surveys, and case studies to gather insights directly from employees, managers, and HR professionals. Quantitative methods can involve the analysis of engagement metrics, performance data, and organizational surveys. Ultimately, the goal of such research is to provide a comprehensive understanding of the current state of employee engagement within Karnataka's PSUs, identify successful practices and areas for improvement, and contribute to the development of strategies that benefit both employees and the organizations themselves.

Statement of the Problem:

Employee engagement is a critical factor in the success and performance of public sector undertakings (PSUs) in Karnataka. Engaged employees are more likely to be productive, committed, and satisfied with their work, ultimately contributing to the organization's effectiveness and public service delivery. However, despite its importance, there is a pressing need to examine the state of employee engagement practices within Karnataka's PSUs and identify areas of concern and improvement.

Research Gap

Identifying research gaps is a crucial step in conducting a study on employee engagement practices in public sector undertakings (PSUs) in Karnataka. These research gaps represent areas where the existing literature is limited or lacks comprehensive coverage. Here are some potential research gaps in this context:

- **Limited Sector-Specific Studies:** While there is research on employee engagement in PSUs, there may be a lack of sector-specific studies within Karnataka. Investigating how engagement practices vary between sectors (e.g., energy, transportation, manufacturing) and identifying sector-specific challenges and strategies is an underexplored area.
- **Effectiveness of Government Policies:** Although there is recognition of the influence of government policies and directives on engagement practices, there may be a gap in understanding the actual impact and effectiveness of these policies in Karnataka's PSUs. Research can delve deeper into whether these policies lead to tangible improvements in engagement.
- **Measurement and Assessment Tools:** While studies acknowledge the importance of measuring employee engagement, there may be a gap in the exploration of the effectiveness of different measurement tools and methodologies within the context of Karnataka's PSUs. Research can assess the validity and reliability of existing measurement approaches.
- **Employee Well-being and Job Satisfaction:** While there is a focus on the relationship between employee engagement, well-being, and job satisfaction, there may be room for more in-depth investigations into the specific factors that contribute to well-being and job satisfaction in Karnataka's PSUs.

- **Cross-Organizational Learning:** Although some literature mentions the potential for knowledge sharing and cross-organizational learning, there may be a gap in understanding the mechanisms and processes through which best practices in engagement are shared among PSUs in Karnataka. Research can explore the barriers and facilitators of knowledge sharing.
- **Challenges in Engagement Implementation:** While challenges in implementing engagement practices are acknowledged, there may be a need for a comprehensive examination of the specific obstacles faced by PSUs in Karnataka, including those related to budget constraints, cultural factors, and resistance to change.
- **The Role of Technology:** Given the evolving workplace landscape, there may be a gap in understanding how technology, such as digital platforms and communication tools, can be effectively leveraged to enhance employee engagement within PSUs in Karnataka.
- **Longitudinal Studies:** Many studies in this field may be cross-sectional, providing a snapshot of engagement practices at a particular time. There may be a need for longitudinal studies that track the impact of engagement initiatives over time and assess their sustainability.
- **Impact on Public Service Delivery:** While there is an emphasis on the impact of engagement on organizational performance, research could delve deeper into how engagement practices directly influence the quality and efficiency of public service delivery in Karnataka's PSUs.
- **Comparative Analysis:** Comparative studies that analyze the engagement practices of PSUs in Karnataka in relation to those in other Indian states or countries could provide valuable insights into regional and global variations in engagement strategies.

Identifying and addressing these research gaps can contribute to a more comprehensive understanding of employee engagement practices in Karnataka's PSUs and guide the development of more effective engagement strategies tailored to the unique challenges and opportunities in the region.

Research Methodology

This research methodology provides a structured approach to studying employee engagement practices in Karnataka's PSUs. It combines quantitative and qualitative methods to gain a comprehensive understanding of engagement practices, challenges, and opportunities within these organizations.

- **Employee Engagement and Organizational Performance:** Employee engagement plays a significant role in influencing organizational performance in public sector undertakings (PSUs) in Karnataka, as it does in many other types of organizations. Here's how employee engagement can impact organizational performance in the context of PSUs:
- **Increased Productivity:** Engaged employees tend to be more productive and committed to their work. They put in extra effort to achieve organizational goals and are more likely to go the extra mile in their tasks. This increased productivity can lead to higher levels of output and efficiency within PSUs.
- **Enhanced Quality of Public Services:** PSUs often provide critical public services such as energy supply, transportation, and infrastructure development. Engaged employees are more focused on delivering high-quality services, which can lead to improved service delivery, fewer errors, and greater customer satisfaction.
- **Improved Cost Efficiency:** Engaged employees are generally more efficient in their roles, which can lead to cost savings for PSUs. Reduced employee turnover, decreased absenteeism, and improved work processes can contribute to cost efficiency.
- **Higher Employee Retention:** Engaged employees are more likely to stay with the organization for longer periods. In PSUs, where specialized skills and knowledge are often required, retaining experienced employees is crucial. Lower turnover rates can reduce recruitment and training costs.
- **Enhanced Innovation and Problem-Solving:** Engaged employees are more likely to contribute innovative ideas and solutions to organizational challenges. Their higher levels of commitment and involvement can lead to a culture of continuous improvement and innovation within PSUs.
- **Better Organizational Reputation:** Organizations with engaged employees often enjoy a positive reputation in the job market and among stakeholders. This reputation can attract top talent and enhance the PSU's ability to compete for skilled professionals in the industry.
- **Alignment with Organizational Goals:** Engaged employees have a clearer understanding of the organization's mission and goals. They are more likely to work toward the achievement of these goals, contributing to the PSU's strategic success.
- **Enhanced Employee Well-being:** Engaged employees tend to experience higher levels of job satisfaction and overall well-being. This positive well-being can lead to lower levels of stress and burnout, contributing to a healthier and more resilient workforce.
- **Positive Impact on Public Perception:** The engagement levels of PSU employees can have a direct impact on public perception. A motivated and engaged workforce can lead to greater trust and confidence in the PSU's ability to fulfill its public service obligations effectively.
- **Alignment with Government Initiatives:** Many PSUs operate under government directives and policies. Engaging employees in line with these policies can help the PSU align with government objectives and fulfill its public service responsibilities.

In summary, employee engagement is closely tied to organizational performance in PSUs in Karnataka. Engaged employees are more likely to contribute positively to productivity, efficiency, and service quality. They can also help PSUs achieve their mission of serving the public and align with government policies and mandates. Therefore, fostering a culture of employee engagement is essential for the overall success and effectiveness of public sector undertakings in the region'

Major objectives of the study:

1. To assess and measure the current levels of employee engagement within PSUs in Karnataka
2. To understand what drives or influences employee engagement within PSUs
3. To analyze how employee engagement practices impact the overall performance and productivity of PSUs
4. To provide insights and data that can inform policy decisions related to human resource management and employee engagement within the public sector in Karnataka.
5. To provide concrete recommendations for enhancing employee engagement practices in PSUs.

Assess and measure the current levels of employee engagement within PSUs in Karnataka:

Achieving significant levels of employee engagement within Public Sector Undertakings (PSUs) in Karnataka, India, is a crucial goal for enhancing productivity and organizational performance. While I don't have access to real-time data, I can provide some general strategies and best practices that can help improve employee engagement in PSUs:

- i. **Leadership Support and Communication:** Strong leadership that actively communicates the organization's vision and values can inspire employees. Leaders should be approachable and open to feedback from employees.
- ii. **Employee Development:** Invest in employee development and training programs to help them acquire new skills and advance in their careers. This shows a commitment to their growth.
- iii. **Recognition and Rewards:** Implement a system for recognizing and rewarding employees for their contributions and achievements. This can include monetary incentives, promotions, or simple public recognition.
- iv. **Work-Life Balance:** Promote a healthy work-life balance by offering flexible work arrangements when possible. Encourage employees to take breaks and vacations to prevent burnout.
- v. **Wellness Programs:** Offer wellness programs that promote physical and mental health, such as gym memberships, stress management workshops, or counseling services.
- vi. **Employee Feedback:** Create mechanisms for employees to provide feedback on their work environment, processes, and concerns. Act on this feedback to make improvements.
- vii. **Clear Career Paths:** Provide clear career paths and opportunities for advancement within the organization. Employees are more engaged when they see a future within the PSU.
- viii. **Empowerment:** Encourage employees to take ownership of their work and give them the autonomy to make decisions within their roles.
- ix. **Team Building:** Promote team-building activities and a collaborative work environment to foster positive relationships among employees.
- x. **Purpose and Values:** Ensure that employees understand the organization's mission, values, and how their work contributes to the larger goals of the PSU.
- xi. **Diversity and Inclusion:** Promote diversity and inclusion within the organization. Employees are more engaged when they feel their unique perspectives are valued.
- xii. **Communication Channels:** Establish effective communication channels to keep employees informed about organizational changes, news, and updates.
- xiii. **Employee Surveys:** Conduct regular employee engagement surveys to measure satisfaction levels and identify areas for improvement. Use the survey results to make data-driven decisions.
- xiv. **Continuous Improvement:** Be open to continuous improvement and adapt engagement strategies based on evolving employee needs and changing circumstances.
- xv. **Transparency:** Maintain transparency in decision-making processes and share information about the PSU's performance and future plans.

Remember that improving employee engagement is an ongoing process that requires commitment and effort from both leadership and employees. It's essential to tailor engagement strategies to the specific needs and culture of the PSU to achieve significant levels of employee engagement.

Factors which Drive or influences employee engagement within PSUs:

Employee engagement within Public Sector Undertakings (PSUs) is influenced by various factors. These factors can vary depending on the specific organization and its unique circumstances. However, here are some common factors that drive or influence employee engagement within PSUs:

- i. **Leadership:** Effective leadership that is supportive, transparent, and communicates a clear vision and values can have a significant impact on employee engagement.
- ii. **Job Satisfaction:** Employees who find their work meaningful, challenging, and fulfilling are more likely to be engaged. Providing opportunities for skill development and growth can enhance job satisfaction.
- iii. **Recognition and Rewards:** Acknowledging and rewarding employees for their contributions, whether through monetary incentives or non-monetary recognition, can boost engagement.
- iv. **Clear Communication:** Open and transparent communication about the organization's goals, performance, and changes helps employees feel informed and connected to the PSU's mission.
- v. **Empowerment:** Giving employees the autonomy to make decisions and have a say in their work can make them feel more engaged and committed.
- vi. **Performance Feedback:** Providing regular feedback and performance evaluations helps employees understand how their work contributes to the organization's objectives and where they can improve.
- vii. **Teamwork and Collaboration:** A culture that promotes teamwork and collaboration fosters positive relationships among employees and contributes to higher engagement.
- viii. **Career Growth:** Offering clear career paths and opportunities for advancement within the PSU can motivate employees to stay engaged and committed to their roles.
- ix. **Diversity and Inclusion:** Creating an inclusive and diverse workplace where all employees feel valued and included can enhance engagement.
- x. **Purpose and Values:** When employees understand and align with the organization's mission and values, they are more likely to be engaged in their work.
- xi. **Work-Life Balance:** Promoting work-life balance and offering flexible work arrangements can reduce stress and contribute to higher engagement.
- xii. **Wellness Programs:** Providing wellness initiatives that focus on physical and mental health can contribute to higher engagement by supporting employees' overall well-being.
- xiii. **Employee Surveys:** Conducting regular employee engagement surveys and acting on the feedback received can help identify specific areas for improvement.
- xiv. **Job Security:** In the public sector, job security is often an important factor in employee engagement. When employees feel secure in their positions, they may be more engaged.
- xv. **Training and Development:** Offering training and development opportunities to enhance employees' skills and capabilities can increase engagement.

It's important for each PSU to assess its unique organizational culture and workforce to determine which factors are most influential in driving employee engagement. Tailoring engagement strategies to address specific needs and concerns within the organization is essential for creating a more engaged and productive workforce.

Analyze how employee engagement practices impact the overall performance and productivity of PSUs:

Employee engagement practices can have a significant impact on the overall performance and productivity of Public Sector Undertakings (PSUs). When employees are engaged, they are more likely to be motivated, committed, and satisfied in their roles, which, in turn, can lead to several positive outcomes for PSUs. Here's an analysis of how employee engagement practices affect PSU performance and productivity:

- i. **Increased Productivity:** Engaged employees tend to be more productive. They are motivated to perform their tasks efficiently and effectively, leading to higher output and improved operational efficiency within PSUs. This increased productivity can positively impact the overall performance of the organization.

- ii. **Enhanced Quality of Work:** Engaged employees take pride in their work and are more likely to deliver high-quality results. This improved quality can contribute to better service delivery and customer satisfaction, which are critical for PSUs.
- iii. **Reduced Absenteeism:** Employee engagement practices that focus on well-being and work-life balance can help reduce absenteeism. Engaged employees are less likely to take unnecessary leave or call in sick, leading to better attendance and operational continuity.
- iv. **Lower Turnover Rates:** Engaged employees are more likely to stay with the organization. This reduces recruitment and training costs associated with high turnover rates. Lower turnover also leads to greater continuity and institutional knowledge within the PSU.
- v. **Improved Innovation and Creativity:** Engaged employees are more likely to contribute innovative ideas and solutions. They feel empowered to share their insights and collaborate with colleagues, leading to increased innovation and adaptability within the PSU.
- vi. **Enhanced Customer Satisfaction:** Engaged employees who are committed to delivering high-quality service are more likely to satisfy customers and stakeholders. This, in turn, can improve the PSU's reputation and build trust among its clientele.
- vii. **Cost Savings:** Engaged employees tend to be more cost-conscious and efficient in their work. They may identify areas where cost savings can be achieved, leading to improved financial performance for the PSU.
- viii. **Effective Change Management:** Engaged employees are more receptive to organizational changes. They are more likely to adapt to new processes or technologies, reducing resistance and facilitating smoother transitions.
- ix. **Positive Organizational Culture:** A culture of engagement fosters positive relationships, trust, and collaboration among employees. This positive culture can lead to better teamwork and communication, which are essential for PSU performance.
- x. **Alignment with Organizational Goals:** Engaged employees understand and align with the PSU's mission and objectives. They work towards common goals, ensuring that their efforts are in line with the organization's strategic direction.
- xi. **Compliance and Ethics:** Engaged employees are more likely to adhere to ethical standards and regulatory requirements. This reduces the risk of compliance issues and legal challenges for PSUs.
- xii. **Public Perception:** PSUs with engaged employees tend to have a positive public perception, which can be critical for maintaining public trust and support.

In summary, employee engagement practices play a pivotal role in shaping the overall performance and productivity of PSUs. Engaged employees are more motivated, committed, and satisfied, leading to increased productivity, better service delivery, cost savings, and improved organizational culture. Therefore, investing in and prioritizing employee engagement is essential for the long-term success of PSUs.

Insights and data that can inform policy decisions related to human resource management and employee engagement within the public sector in Karnataka:

Here are some insights and data points that could be relevant:

- i. **Workforce Demographics:** Understanding the demographics of the public sector workforce in Karnataka can be crucial. Data on age, gender, education levels, and years of service can help tailor HR policies.
- ii. **Attrition Rates:** Examining the turnover rates within the public sector can provide insights into employee satisfaction and engagement levels. High attrition may indicate problems with employee engagement.
- iii. **Employee Satisfaction Surveys:** Analyzing the results of employee satisfaction surveys can reveal areas where improvements are needed. Common areas to consider include work-life balance, compensation, and opportunities for career advancement.
- iv. **Training and Development:** Data on training and development programs can show the investment in employee growth. Evaluating the effectiveness of these programs is essential.
- v. **Compensation and Benefits:** Information on salaries, benefits, and incentive structures can shed light on how competitive the public sector is in Karnataka compared to the private sector.
- vi. **Performance Metrics:** Data on employee performance and productivity can help identify top performers and areas for improvement.
- vii. **Employee Engagement Initiatives:** Understanding the initiatives taken by the government to engage employees, such as recognition programs or wellness initiatives can provide valuable insights.
- viii. **Digitalization Efforts:** Given your agency's focus, it's worth noting any digitalization efforts in HR management within the public sector. This can include the use of HR software, employee portals, and automation.
- ix. **Comparative Analysis:** Benchmarking Karnataka's public sector HR policies and practices against those of other states or countries can provide a broader perspective.

- x. **Legal and Compliance Data:** Keeping abreast of labor laws, compliance requirements, and changes in regulations affecting HR in Karnataka is crucial for policy decisions.

Concrete recommendations for enhancing employee engagement practices in PSUs:

Here are some insights and data points that could be relevant:

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Managerial implications

Understanding employee engagement practices in public sector undertakings (PSUs) in Karnataka has several important managerial implications for the leadership and management of these organizations. Here are some key managerial implications based on the research findings and insights:

Alignment with Government Policies:

Managers in PSUs need to align their engagement practices with government policies and directives effectively. This includes implementing performance-linked incentives, digital transformation agendas, and other relevant government initiatives that influence engagement.

Leadership Development:

Develop leadership development programs that emphasize the importance of effective leadership in fostering employee engagement. Training and coaching for managers can help them create a culture of engagement within their teams.

Communication Strategies:

Implement transparent and open communication strategies that keep employees informed about organizational changes, goals, and performance. Managers should encourage two-way communication to facilitate feedback and employee involvement.

Recognition and Rewards:

Develop and maintain robust recognition and rewards programs that acknowledge employee contributions and achievements. Ensure that these programs are fair, transparent, and aligned with the organization's values.

Training and Development:

Invest in employee training and development programs that enhance skills, competencies, and career growth opportunities. Managers should identify skill gaps and create pathways for skill development.

Work-Life Balance:

Promote work-life balance by offering flexible work arrangements and initiatives that support employee well-being. Managers should encourage a culture that values work-life balance and discourages excessive overtime.

Employee Feedback Mechanisms:

Establish effective mechanisms for collecting and acting on employee feedback and suggestions. Managers should be responsive to employee concerns and actively address issues raised through feedback channels.

Performance Appraisals:

Review and refine performance appraisal systems to ensure they are fair, objective, and linked to employee engagement. Managers should provide regular feedback and support for employee growth.

Health and Wellness Programs:

Invest in health and wellness programs that support employee physical and mental well-being. Managers should promote a culture of health and encourage employees to take advantage of wellness initiatives.

Diversity and Inclusion:

Foster diversity and inclusion within the organization by creating an inclusive work environment where all employees feel valued and respected. Managers should champion diversity initiatives and ensure equal opportunities for all.

Corporate Social Responsibility (CSR):

Engage employees in CSR activities that align with the PSU's mission and societal impact goals. Managers should encourage employee participation in CSR initiatives and recognize their contributions.

Performance Measurement and Continuous Improvement:

Implement key performance indicators (KPIs) related to engagement and regularly monitor and evaluate progress. Managers should use data to identify areas for improvement and adjust engagement strategies accordingly.

Knowledge Sharing and Best Practices:

Encourage knowledge sharing among PSUs in Karnataka to facilitate the adoption of best practices in engagement. Managers can establish forums or platforms for cross-organizational learning and sharing.

Leadership by Example: Leaders and managers should lead by example by actively demonstrating the desired behaviors related to engagement. Their own engagement and commitment can inspire and motivate employees.

Training for Managers: Provide training to managers on the significance of employee engagement, effective communication, conflict resolution, and employee development. Equip them with the skills needed to foster an engaged workforce.

Data-Driven Decision-Making: Encourage the use of data analytics to gain insights into engagement levels and identify trends or patterns. Managers can use data to make informed decisions and tailor engagement strategies.

By implementing these managerial implications, PSUs in Karnataka can create a work environment that fosters employee engagement, resulting in a more motivated, committed, and productive workforce, ultimately contributing to the organization's success and its ability to fulfill its public service obligations effectively.

Conclusion

In the recent research the effect of organization justice on worker performance was examined. Organization justice as many different aspects and each one of them influence employee performance to varying degrees. poor correlation employees performance and relationship was seen. similar to this it is anticipated that outcomes will be better once the procedures have been developed. in public sector organization, procedures don't receive a lot of employee input and changes to this procedure take years. they can significantly have detrimental effect on employees performance. public sector organization need to take this factor into consideration. because of this, responses to questions about procedure justice tended to be on the negative side. team work is promoted. they have to abide by the policies and guidelines set forth by their company. employees must remain highly motivated and actively contribute to achieving organizational objectives. The impact of organizational justice on employee performance was studied in current research work. The existence of society revolves around the principles of justice. Similarly, without justice expecting employees to do well is too difficult. Organizational justice has various dimensions and each one of them exerts varying degree of impact on the performance of employee. Previous research on the subject supports that the degree of influence of each dimensions of organizational justice is different on the performance of employees. It was observed in most of the literature that distributive and interactional justice was positively related with employee performance with significant results. In addition, the negative relationship was observed with employee's performance. Similarly, once the procedures are developed with mutual consultations of employees the results are expected to be better because it has an element of ownership. In public sector organizations usually procedures do not have overwhelming input from employees as well as these procedures take years to change. Thus they cause a negative impact on the performance of employees. This aspect needs to be looked into by public sector organizations. That is why when response on procedural justice was asked it was mostly

answered towards lower side. On the other hand employees are expected to have both in-role and extra-role performance which means that employees are expected to perform on job task and extra duties as well. These extra duties require enhanced motivation and affiliation of individuals with their organizations. If an organization wants to prosper it has to have the positive role of each and every member of its team. The role of management is to ensure that organizational justice prevails and jobs are equally distributed along with equal distribution of benefits and rewards. Fair implementation of rules and regulations with no personal favors is essential. Professionalism needs to be maintained. Inputs of workers are valued and accepted and team work is encouraged. Similarly, employees should have positive attitude towards their organization. They must respect the rules and regulations of their organization. Employees shall keep their motivation high and take positive part to achieve the organizational goals.

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